



KENYA SCHOOL OF GOVERNMENT

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# KSG Bulletin

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## Baringo Campus in focus *Dr. Bii unveils nine-point agenda*



File photo

Dr. John Bii (holding the tree), engages with staff and course participants at a past event at KSG Baringo Campus. Dr. Bii has a nine-point agenda for staff to entrench a results-based management system in their operations.

BY DOUGLAS MOCHAMA

**K**enya School of Government Baringo Campus is heading down the home stretch to the end of the 2023/2024 financial with focus and resolve.

With less than eight months before taking stock of the implementation of goals penned in the work plan, the Campus is on a mission to contribute to the leap forward of the School through full implementation of its work plan.

The Management of the Campus banks on culture turnaround to cement its influence in articulating government plans for improved understanding and implementation by the entire workforce in all ministries, counties and agencies.

In a Heads of Department meeting at the Campus last week, Baringo Campus Director Dr. John Bii spoke passionately about ethics and values as the pedestal he seeks to utilize in making Campus goals and objectives take off.

### HIGHLIGHTS

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# Baringo Campus in focus

As such, plans to reinvigorate the Ethics and Values Committee at the Campus have begun in earnest to enhance ethical practices and engender compliance with the Constitution of Kenya, Public Officers Ethics Act and the School's values amongst the staff.

To surpass the targets, Dr. Bii in his nine-point agenda has urged staff to continue entrenching a results-based management system in their operations.

"KSG is relied upon as the facilitator of a disciplined, committed and determined public service in the country, dependable as the engine capable of effectively and efficiently implementing government goals articulated in the Kenya Kwanza Agenda. We must first elicit an amiable culture for replication in the entire public service," he told the team.

Dr. Bii recognized staff support and commitment as

significant to the realization of the goals and aspirations of the School and advised all to work harmoniously and support each other.

"The effort we put in today at our respective roles determines the overall satisfaction we shall derive come June 2024. We have to entrench productive work ethics at our individual and departmental levels. It would also be impactful if we extend this knowledge of performance-based management systems to other areas of our lives like family, community, and society," said the Director.

As part of the resolutions, the Campus will progressively pursue partnerships and collaborate with organizations and agencies within the catchment for the KSG's overall growth. The Office of the Director Linkages and Collaboration will be on hand in this pursuit to ensure

harmonious and school-wide engagements. Faculty members are committed to supporting the Office of the Director Academic Affairs in developing new programs and re-crafting the current ones to conform to national priorities and trends.

The Director commits to nurturing a culture of continuous improvement through appreciation of innovations among staff, encouraging employee feedback and using insight to improve performance, adopting technology and digital platforms and more.

Notably, the leadership seeks to see that the Campus remains a going concern through financial growth and sustainability, diversification of revenue streams, adherence to KSG finance policy and procedure manual, and implementation of other policy and instruments for growth and development.

Facelifts and modernization of the Campus have already



Dr. John Bii together with Deputy Director, Mr. John Napoo flanked by Senior Management Course participants. The Director, who recently unveiled his manifesto, seeks to make the Campus a place of choice for need-based training, strategic and result-oriented research and consultancy services.

# Baringo Campus in focus



An aerial view of KSG Baringo Campus providing a glimpse of Prof. Francis Kibera residential cottages, Philemon Chelagat Library, Victoria Guest House, among other buildings dotting the Campus.

commenced to improve recreation facilities and unleash more extracurricular activities such as cultural events, clubs, games, music, and community outreaches, among other get-togethers for enhancing staff, community and course participants synergic relations.

## *Resource mobilization:*

Apart from achieving the mandate area, the Campus is venturing into other income-generating activities such as bottled water production, livestock keeping and growing vegetables.

Baringo Campus will continue to produce bottled water at its brand Equatorial Water for internal use and delivery to the Embu and Lower Kabete campuses and pursue distribution within the major towns and cities.

The Campus expansive arable land already has fresh food items such as vegetables, green maize, milk, and beef, with a plan to introduce apiculture as an overall income generation and community support program.

Furthermore, community outreach and engagement will be close to the Campus as the leadership seeks to deepen engagements with local communities by assessing their needs and seeking plausible ways of meeting them collaboratively with other government institutions and development partners.

As Henry Ford once remarked, "If everyone is moving forward together, then success takes care of itself." The Campus will achieve substantial development and support delivery of training programs,

think tanking services, sustainability and community empowerment if the fraternity of the Campus works harmoniously, each member deploying their significant skills to the overall institutional strengthening.

The meeting by the Heads of Departments was a meaningful platform for discussions, sharing insights, and charting a path towards the Campus preparedness to offer difference-making training programs, consultancy services, policy advice, outreach programs and conferencing facilities in the region.

The collective wisdom and commitment of the management team promises a brighter future for the Campus and a conduit for the implementation of resolutions made by Council and School management at the Campus.

# BPR Transforming Mombasa Campus

BY GLENN LUMITI

In a strategic move towards enhancing efficiency and security, Mombasa Campus has undergone a thorough Business Process Reengineering led by a team from the Lower Kabete Campus. This transformative initiative was spearheaded by Ms. Agnes Laikera, Administration Manager; Ms. Emily Muchele, Maintenance; and Mr. Peter Mutwiri, Transport Officer addressing critical aspects of the School particularly security arrangements, maintenance of buildings, plants, and equipment, as well as the vetting process for participants upon admission.

One of the major shifts in the reengineering process was the meticulous attention given to security arrangements and standards at the Campus. Recognizing the importance of a secure environment for both staff and participants, the team centralized the reception services to monitor the flow of guests to the Campus and provide adequate information to clients as it would act as a one stop area for the all.

Ms. Agnes Laikera said, "Security is top priority for us. By consolidating the reception services, we can streamline our efforts and ensure a more controlled access point for everyone entering the Campus."

In line with the security-focused approach, another significant change introduced by the team was centralizing the access from the Campus to the Ultra-Modern Conference facility with the aim to channel all staff and participants through the main gate, which is manned by dedicated security officers.

Mr. Peter Mutwiri, involved in the process, explained, "By centralizing the access points, we can better monitor

and regulate the flow of individuals entering and exiting the Campus. This not only contributes to enhanced security but also provides a more organized and controlled environment for everyone."

Dedicating a significant portion of their efforts to improving the maintenance standards of buildings, plants, and equipment at KSG Mombasa, and acknowledging that well-maintained infrastructure is essential for the smooth functioning of any institution, the team set out to implement comprehensive maintenance protocols.

Ms. Emily Muchele shared her insights, stating, "Maintenance is not just about fixing issues when they arise rather about proactive care to ensure the longevity and efficiency of our Campus infrastructure. We have established robust maintenance schedules and protocols to address any concerns promptly."

*"Maintenance is not just about fixing issues when they arise. It is about proactive care to ensure the longevity and efficiency of our campus infrastructure."*

Ms. Emily Muchele

Ensuring the quality of participants and maintaining a stringent vetting process during admissions was another critical area of the remodeling process; refining the vetting procedures to guarantee that the individuals admitted align with the values and standards of the institution.

Ms. Laikera stated, "Admitting participants is a weighty responsibility. It is important that everyone who becomes a part of our Campus community adds value and contributes positively to the learning environment. Our selection process is designed to uphold these principles."

As with any significant organizational change, the reengineering efforts at the Campus stirred reactions among the staff, participants, and other stakeholders. While some appreciated the emphasis on security and streamlined processes, others expressed concerns about the adjustments at the access points.

To address these concerns, the Administration Manager reassured everyone, "We understand that change can be challenging, but these adjustments are made with the collective safety and efficiency of the Campus in mind. We value the feedback from our community and we are committed to continuously refining our processes for the benefit of all."

The ongoing commitment to excellence in security, maintenance, and admissions processes the Mombasa Campus as a leader in educational institutions dedicated to creating a conducive and progressive learning environment. As the Campus community continues to adapt to the changes, the leadership remains open to feedback, ensuring that the ongoing evolution aligns with the collective vision for a thriving training institution.

# Behavior Change: Spreading Hope and Love



SMC Cohort 409 during their visit at Kabete Rehabilitation Centre with their donations to the children .

BY SARAH MUTURI

**K**enya School of Government is well known for its involvement in Corporate Sustainability activities that have been said to benefit society and the community around them. On Thursday November 30, 2023, Senior Management Course cohort 409/2023 visited the Kabete Rehabilitation Center. This Center is a medium-risk rehabilitation that provides a safe space for male children who were found to have committed offense in society.

The main objective of this Center is to counsel the young boys, offer continuity of their education and training them in five key workshops which

include masonry, mechanics, baking, carpentry and tailoring. The maximum age of being convicted in the Rehabilitation Center is three (3) years depending on the offence and judgment of the magistrate handling children matters.

The Senior Managers purpose of visiting the Kabete Rehabilitation Center was to spend time with the children in the hope of impacting their lives through gestures of appreciation, empowering behavior change for transformation through interaction, and spreading love.

## Behavior change

Behavior change is defined as the process of

modifying or improving an individual's actions, attitudes, opinions and habits so as to improve their performance, productivity and overall wellbeing. In regard to empowering behavior change rehabilitation and counseling are key in achieving positive behavior change among people. Mr. Victor Osoo from the National Police Commission, a participant of the Course stated that, "Mental wellness of an individual is key when it comes to rehabilitation due to the fact that behavior targets a need and therefore the need that most children strive for is physiological needs which are mainly basic needs like food and shelter. Lacking these needs is



Mr. Victor Osoo during the tree planting exercise that the class carried out during their visit in line with the President's directive to plant more trees.

# Behavior Change: Spreading Hope and Love



A section of the students and participants during a mentorship program that the class had organized. The girls had visited from the Dagoretti Rehabilitation Centre for a Solar Installation Class.

what has resulted to most of the children landing at the Rehabilitation Center, meaning that their mental wellness is unstable and there is need for a prevention to address these issues. Rehabilitation assists in attending to their mental wellness with the help of effective counseling.”

He also spoke about three challenges that children face while being in the rehabilitation centers the first one being Blaming themselves and their parents, second one challenge is Mourning about their current state of life in the center and the last one Whining which is mainly

about complaining. These three challenges go by the acronym ‘BMW’ for the boys at the Centre to easily remember as they were encouraged to have positive mind always.

“When kids have lost hope, being motivated to do what is good is a challenge,” said Ms. Osoo.

At the Centre, the SMC participants together with the children had a celebratory cake cutting a cake with the children, and planted some trees as directed by His Excellency, President William Samoei Ruto to all citizens in the country.

Corporate Sustainability or Corporate Social Responsibility (CSR) as is popularly known is conducted to positively influence the society in which it exists; giving back to society and taking responsibility for the social impact in that society. It is more than donating money, food, clothing and other things, but about improving the quality of lives of those in need in whatever area one chooses to assist. Many times, it is, however, viewed as a public relations exercise and therefore to counter this notion, institutions should have policy and guidelines that they follow for their CSR activities, as they have to be meaningful and sustainable.

# Testimonial: One Month of Invaluable Lessons



Ms. Peris Wangoi,  
Marketing Director at GRAGAB  
Construction Company

BY PERIS WANGOI GITAU

I am filled with a profound sense of enthusiasm as I reflect upon my transformative journey upon completion of the Senior Management Course (SMC) at the Kenya School of Government (KSG). I took the course at KSG Baringo Campus; an experience I can describe as nothing short of enlightening, empowering, and pivotal in shaping my perspective on leadership and management. I am grateful to my father for opening my eyes to the good government courses despite being in the private sector. My father went on to tell me that is a golden key that unlocks all the doors that I need to get to and with the divine help of God who shows me where the hidden treasures are it is nothing but a blessing. My learning points can be summarized into the following seven points:

## Understanding the Leadership Landscape:

Embarking on the Senior Management Course was a conscious decision to deepen my understanding of the complex and dynamic landscape of leadership within the public sector. The Kenya School of Government, renowned for its commitment to excellence in public service education,

provided an immersive platform for exploration and learning.

## Strategic Thinking and Decision-Making:

One of the key takeaways from the Course has been cultivation of strategic thinking and decision-making skills. In an ever-changing environment, leaders must navigate uncertainties and complexities. The coursework, discussions, and case studies equipped me with the tools to analyze situations, anticipate challenges, and make informed decisions that align with organizational objectives.

## Effective Communication and Stakeholder Engagement:

Communication lies at the heart of effective leadership. I honed my communication skills, learning to articulate a compelling vision, engage stakeholders, and foster collaboration. The emphasis on stakeholder management has been particularly valuable, as I gained insights into building relationships that transcend hierarchical boundaries and contribute to organizational success.

## Ethical Leadership and Governance:

In a world where ethical considerations are paramount, SMC underscored the importance of ethical leadership and good governance. Through engaging discussions and real-world case studies, I gained a deeper appreciation for the ethical dimensions of decision-making and the role of leaders in promoting integrity, transparency, and accountability.

## Innovative Problem-Solving:

The Course also fostered a culture of innovative problem-solving. In an era of rapid technological advancement and global challenges, leaders must be agile and adaptive. The curriculum encouraged us to think creatively, embrace innovation, and explore new avenues for addressing complex issues facing our organizations and the public at large.

## Networking and Peer Learning:

One of the unexpected but immensely valuable aspects of the Senior Management Course was the opportunity to connect with fellow professionals from diverse backgrounds with my background in private sector. The exchange of ideas, experiences, and best practices enriched my learning experience. Building a network of peers who share a commitment to excellence in public service has been an enduring benefit.

## Impact on Organizational Performance:

As I return to my role in senior management, I am poised to translate the insights gained at the Kenya School of Government into tangible actions. I am confident that the strategic acumen, enhanced leadership skills, and ethical grounding acquired during the course will contribute significantly to improving organizational performance and fostering a culture of excellence.

The Senior Management Course at the Kenya School of Government extends beyond individual development to the betterment of the organizations we serve. I am grateful for the guidance of the exceptional faculty, the collaborative spirit of my fellow participants, and the unwavering commitment of the institution to nurturing leaders who are not only competent but also ethical stewards of public trust.

As we continue our respective leadership journeys, let us carry forward the lessons learned, the relationships forged, and the commitment to excellence instilled within us by this remarkable institution. Together, let us be architects of positive change, leading our organizations and our nation towards a future defined by vision, integrity, and service.

# Customer Experience: Expand Your Bottom-Line Profits

BY CHRISTINE TINDI

**E**xcellent customer experience will put you head and shoulders above your industry peers.

In today's aggressive business arena, delivering great customer experiences has emerged as the critical differentiator to set you on the cutting edge, providing you with that unique competitive advantage.

It is anticipated that by 2025, customer experience will most probably overtake products or price as a key competitive differentiator, and as such many businesses are clamouring to stay ahead of the curve through this phenomenon of outstanding customer experiences.

But what is Customer Experience anyway? Customer Experience goes beyond good service interaction, it goes beyond a few instances of satisfying your customer, and it goes beyond running one great customer survey.

While delivering good service is noble and devising customer satisfaction instruments commendable, excellent Customer Experience is much broader than the sum of its parts. It is the ultimate culmination of the end-to-end experiences of your customers with your institution, from the beginning of their journey to the end, signifying the consummation of service efforts poured into every step of your client's journey with you; creating different feelings whether jovial or disappointment, drab or exciting.

Consequently, a key trend being explored to better understand your client is



Records Management Course Cohort 3/2023 drawn from the Judiciary enjoy a boat road at the Kisite-Mpunguti Marine National Reserve. Matuga Campus provides a unique client experience of fusion between learning and leisure.

mapping out their journey with the institution (Lemon & Verhoef 2016; Baxendale et. al 2015). One great service delivered here and there, in one department or another, once in a while does not cut it! For this gets easily swallowed up, amidst a series of disappointing experiences. Consistency is the distinguishing mark that sets you ahead of your contemporaries.

Beyond question, we see how investing in outstanding Customer Experience affects your bottom line. Notably, the more your clients register positive experiences, the more repeat purchases they produce and in turn generate cumulative revenue and profits for your institution.

With the plethora of competing options out there, securing your customer's loyalty is invaluable.

Research by Bain and Company, a leading global research firm reveals that even a 5% increase in customer retention contributes to a 25% increase in profit. A happy client helps foster sustained customer loyalty leading to guaranteed patronage of

business additionally reducing your customer attrition rate.

On the flip side, it is not rocket science to see that what hampers a great Customer Experience, is outrightly poor service, notwithstanding, there are subtler, factors that are the silent killers. Research by Beyond Philosophy reveals that the "silo mentality of operations" is arguably the largest institutional hurdle to improving client experience.

Your customer would tell at least 15 people about their unpleasant experience as opposed to just 10 people who they tell about their good experience; a domino effect could be suicidal for your business.

What could set you back is the lack of internal cohesion among departments. With the silo mentality of operations, each department has a varied perspective of the client, causing a disjointed and dysfunctional view which unmistakably, leads to inconsistent delivery of service interactions. This

# Customer Experience: Expand Your Bottom-Line Profits

fragmented and incoherent Customer Experience puts you back to the drawing board on your game plan.

For Customer Experience to remain a sustainable competitive advantage, the goal is to knit a seamless end-to-end experience across all touchpoints of the customer's journey by getting all departments to speak to the customer in one voice.

Kenya School of Government, Matuga Campus has jumped onto this bandwagon of providing excellent Customer Experience. By combing through the ever-increasing proliferation of touchpoints that the participants walk through in their customer journey, these interaction points span right from their enrolment and onboarding processes to their train and bus transportation to the Campus, not to mention the catering, accommodation, payment procedures and of course their main agenda - the training programs and every other service interaction in between.

You will get the welcome drink of chilled 'ukwaju' and samosa, after an arduous journey and lengthy crossing of the ferry.

Further, Matuga Campus continues to address the cancer of silo mentality through team effort. The leadership deliberately creates an atmosphere where collaboration, teamwork, trust and open communication are encouraged.

Confirming this, Dr. Florence Kithinji, Acting Director, Matuga Campus, said, "It is imperative that departments work collaboratively on cross-cutting customer-related matters for seamless delivery. This Campus offers a holistic learning experience by entwining professional development

programs, with an opportunity to enjoy the unique coastal flavour at the end of productive learning immersion."

The cherry on the cake for all participants on completion of their programs is the chance to unwind by exploring the majestic Diani beach, enjoying a dhow boat outing to the Wasini island, sampling a glass boat ride over the beautiful crystal shoreline, not to mention Kisite-Mpunguti Marine National Park and much more!

Indeed some of the feedback received has touched on the kindness of the staff, transportation from train station to the Campus and the field trips that clients recommend should be done every week to help unwind and debrief after class sessions.

Mr. James Nyagah, Assistant Director and Head of Training, HR Management and

Development, Judiciary remarked, 'I wish to thank KSG Leadership for partnering with the Judiciary to deliver the Records Management Course. The ambience, the serenity, and the effort taken in greening Matuga Campus create a wonderful environment. Even the distance from the commercial hub is a blessing in disguise, as it reduces destruction, you can be assured of our patronage here'.

As you can tell, investing in exceptional Customer Experience raises the bar in keeping the institution ahead of the curve. It is worth pulling all the stops, for this priceless investment, as there is no doubt that Customer Experience with its incalculable benefits is the gift that keeps giving to that bottom line!



When you arrive at Matuga Campus, you will be offered the signature welcome drink of chilled 'ukwaju' and samosa, after an arduous journey and the crossing of the ferry.

# Starting the Season in Style: Ogopa's Inaugural Win



Ogopa F.C. players celebrate a win at a past game

BY BRIAN OLOO

In a thrilling kick-off to the new league season, our formidable football team set the tone for success with an electrifying victory against Police Youth F.C. on Saturday November 25, 2023, at the Kagumo Teachers Training College grounds in Karatina, a clear indication of determination and skill. This inaugural victory not only marks the beginning of a promising journey but also solidifies Ogopa's commitment to excellence.

Despite falling behind early in the first half due to a controversial goal from a corner kick, the Scholars rallied and secured victory through two well-executed goals by the prolific Derrick Kaunda. However, the game took a challenging turn for Ogopa as they finished with only nine players, with Timothy Ang'ango and Brian Oloo receiving red cards in the latter part of the second half—questionable decisions by the Centre referee. Nevertheless, the team showcased resilience in their defense, ultimately clinching a 2:1 win.

Police Youth F.C. entered the game with high spirits, having convincingly

defeated Powergen F.C. 9:0 on their home ground the weekend before. Eager to secure another win, this time against the experienced KSG Ogopa, the team's optimism grew when they scored a disputed goal. Ogopa's goalkeeper was fouled before the ball found the back of the net, but protests from Ogopa players were quickly dismissed.

Ogopa's wealth of experience and disciplined play proved crucial in maintaining composure as they aimed to equalize. The first opportunity for Ogopa came when Daniel Ekai received a pass from Anderson Kamau after some intricate midfield play. However, Ekai could not capitalize as the ball glided through the misty grass and was calmly collected by the opposing goalkeeper. In the 44th minute, the Scholars broke through with an impressive sequence initiated by Geoffrey Gavole on the right wing. Gavole set up Derrick Kaunda, who, with two crucial touches, skillfully toe-poked the ball past the helpless goalkeeper, leveling the game at 1:1. The first half concluded with Ogopa in control of the game.

Ogopa initiated the second half with an assertive approach, aiming to

secure the lead. Ten minutes into the half, Coach Wise made a strategic substitution, bringing in Brian Oloo to replace Luttah Nathan in the midfield. This adjustment was intended to strengthen the team's control of the ball. Achieving a harmonious balance, Ogopa surged ahead in the 62nd minute with a splendid header by Derrick Kaunda, following an exquisite cross from Anderson Kamau. In response to falling behind, Police Youth F.C. altered their strategy, opting for a more direct style of play in their quest to equalize. The match took a turn for Ogopa in the 78th minute when Timothy Ang'ango received his marching orders after receiving a second yellow card.

The match evolved into a tightly contested affair as the Scholars found themselves at a numerical disadvantage, being a man down. In response to this challenge, the coach implemented further adjustments, bringing in Collins Mkauta and Byron Odhiambo to substitute David Odhiambo and Derrick Kaunda, injecting fresh legs and energy into the team. With just two minutes remaining in the regulation 90 minutes, Brian Oloo received a second yellow card, resulting in a red card, further diminishing Ogopa's strength to nine players. Despite these setbacks, the team exhibited resilience, holding firm to thwart their opponents and secure all three points. The strategic substitutions and determined defensive efforts showcased Ogopa's ability to overcome adversity and clinch victory in a challenging match.

Ogopa will welcome Othaya Green Santos at home on Sunday, December 3, 2023 for their second match of the season and first match at home.

# Weekly Activities in Summary



Prof. Ludeki Chweya leads a team of KSG colleagues in support of KSG Chair of Council Commissioner Njoki Kahiga and Sam Kahiga of the Director General's Office as they laid to rest their late mother, Mama Keziah Wanjiru Kahiga, at Gitura Village in Kigoro Sub-Location, Gatanga. We pray for peace and comfort for the family. May the Almighty rest the soul of Mama Keziah Kahiga in eternal peace.



Deputy Governor of Turkana County, H.E Dr. John Erus (4th Right), KSG Director Learning and Development, Dr. Rachael Ngesa (Center) during the closing of Induction Program for Senior County Government Officials of Turkana County .

# Weekly Activities in Summary



Dr. Prisca Oluoch, KSG Director Linkages and Collaboration, and Mr. Mohamud Nur, Director of M&E in the Ministry of Planning, Investment and Economic Development of the Federal Government of Somalia, sign letters for Cooperation in Training, Consultancy, and Research Services. Witnessing the signing at the Kenya School of Government, Lower Kabete was Mr. Masese and Ms. Amira Ali.



KSG Mombasa Campus, today, participated in the World AIDS Day celebrations held at Tononoka Grounds. Presided over by Mr. Joshua Muthoka, the Assistant County Commissioner of Mombasa County, the event witnessed the presence of senior officials from health offices and political leaders across the County.

World AIDS Day 2023 theme is "Let Communities Lead," emphasizing community-driven efforts.

Activities at the event included HIV/ AIDS testing, cancer screening, and counseling sessions on disease prevention. Entertainment in form of song and dance, themed plays, served as both encouragement for those living with AIDS and a means of spreading awareness.

Mombasa Campus extended support by contributing to the event's logistics. In a gesture of community solidarity, the Campus donated drinking water, ensuring the well-being and comfort of all attendees. This act of philanthropy further exemplifies the Campus commitment to not only academic excellence but also social responsibility and community engagement.



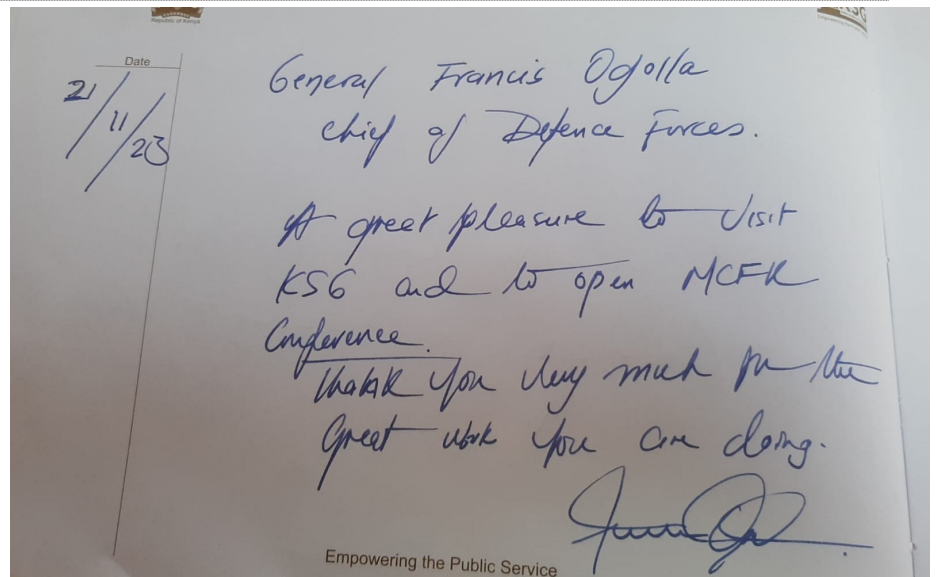
## Leadership Lesson

**Leadership is not a tittle, it's a behavior .Live it**

Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire teammates and customers.

~Robin Sharma

*Have your say*



## Humor of the week

I don't need a basket.  
Me 6 minutes later:



## Quote of the Week

**“Develop success from failures. Discouragement and failure are two of the surest stepping stones to success.”**

— Dale Carnegie

## Baringo Campus

Strategic Leadership Development Program	6th November - 15th December, 2023
Strategic Leadership Development Program (Online)	6th November - 12th January, 2024
Senior Management Course	20th November - 15th December, 2023
Senior Management Course (Online)	4th December - 26th January, 2024
Supervisory Skills Development Course	4th - 15th December, 2023
Supervisory Skills Development Course	4th - 15th December, 2023
Public Relations and Customer Care Course	4th - 15th December, 2023
Kenya National Bureau of Statistics	7th December, 2023

## Embu Campus

Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
Strategic Leadership Development Program No. SLDP 386/2023	9th October - 8th December, 2023
Strategic Leadership Development Program No. SLDP 390/2023	30th Oct - 8th December, 2023
Senior Management Course No. SMC201/2023	23rd October - 15th December, 2023
Management Skills Course	13th November - 8th December, 2023
Senior Management Course No. 202/2023	20th November - 15th December, 2023
Supervisory Skills Dev Course No. 98/23	27th November - 8th December, 2023
Essential Counseling skills Program No.6/2023 Cohort II (State Department for Public service)	4th - 8th December, 2023
Workplace Road Policy - State Department for Public Service	4th - 8th December, 2023
Compliance workshop - Water Service Regulatory Board	5th - 6th December, 2023
National Syndemic Diseases Control Council	4th December, 2023
Workshop State Department for Mining	4th - 8th December, 2023
Kenya Bureau of Standards	6th - 7th December, 2023

## Matuga Campus

Senior Management Course No.122/2023	30th October - 22nd December, 2023
Strategic Leadership Development Program No. 385/2023.	2nd October - 8th December, 2023
Strategic Leadership Development Program No. 395/2023	6th November - 15th December, 2023
Strategic Leadership Development Program No. 396/2023	13th November - 19th January, 2023
Senior Management Course No. 123/2023	20th November - 15th December, 2023
Retirement Planning Program No.17/2023	3rd - 8th December, 2023
Retirement Planning Program No.17/2023	4th - 8th December, 2023

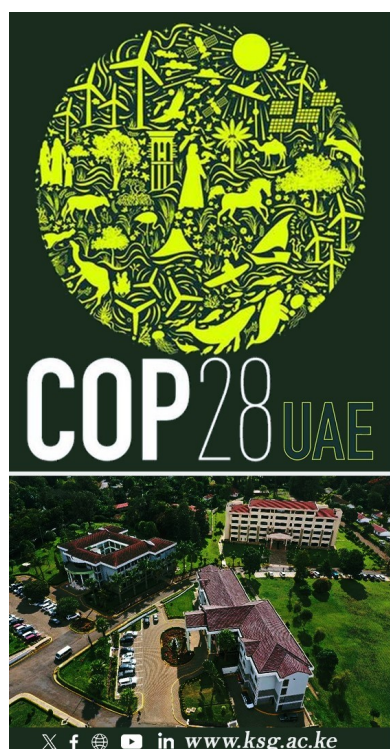


## Lower Kabete

Strategic Leadership Development Program No.392/2023	6th November-15th December, 2023
Strategic Leadership Development Program	13th November - 19th January, 2024
Senior Management Course No.410/2023	27th November- 22nd December ,2023
Supervisory Skills Development Course No.133/2023	27th November- 8th December, 2023
Retirement Planning Program No.55/2023	4th-8th December , 2023
Drafting Policy Briefs from a Gender Perspective	4th-8th December ,2023
IFMIS Training for AIE Holders	5th-7th December ,2023
Case Writing and Case Teaching	4th-8th December, 2023
Institutional Re-engineering and Change Management	4th-8th December, 2023
Transformative Leadership program	4th-8th December ,2023
Finance for Non Finance Leaders	4th-8th December ,2023

## Mombasa Campus

United States Geological Survey	26th November- 9th December, 2023
Strategic Leadership Development Program Online No.391/2023	30th October, 2023 - 5th January, 2024
Senior Management Course No.174/2023	23rd October - 15th December, 2023
Senior Management Course No. 175/2023	20th November - 15th December, 2023
Supervisory Skills Development Course	4th - 15th December, 2023
Public Relations & Customer Care Course	4th - 15th December, 2023
Results Based Monitoring & Evaluation Course	4th - 15th December, 2023
Conduct of Meetings & Minutes Writing Course	4th - 8th December, 2023
Retirement Planning Course	4th - 8th December, 2023
Project Cycle Management	4th - 8th December
Workshop Kenya Bureau of Statistics	5th December, 2023



## 'Capacity Development for Effective Climate Action and Sustainable Innovation at National and Devolved levels of Government'

A collaborative initiative of Kenya School of Government and The State Department for Devolution

Side Event:

Date: 6th December, 2023 Time: 4.45 to 6.15pm GST

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